



COUNTY OF SAN DIEGO

# ANNUAL REPORT



2019-20

# BOARD OF SUPERVISORS



Supervisor Greg Cox	Supervisor Dianne Jacob	Supervisor Kristin Gaspar	Supervisor Nathan Fletcher	Supervisor Jim Desmond
District One	District Two	District Three	District Four	District Five

# ELECTED OFFICIALS



Bill Gore	Summer Stephan	Dan McAllister	Ernest Dronenburg, Jr.
Sheriff	District Attorney	Treasurer-Tax Collector	Assessor/ Recorder/County Clerk

# ABOUT SAN DIEGO COUNTY



4,526  
Square Miles



\$6.55 Billion  
Budget



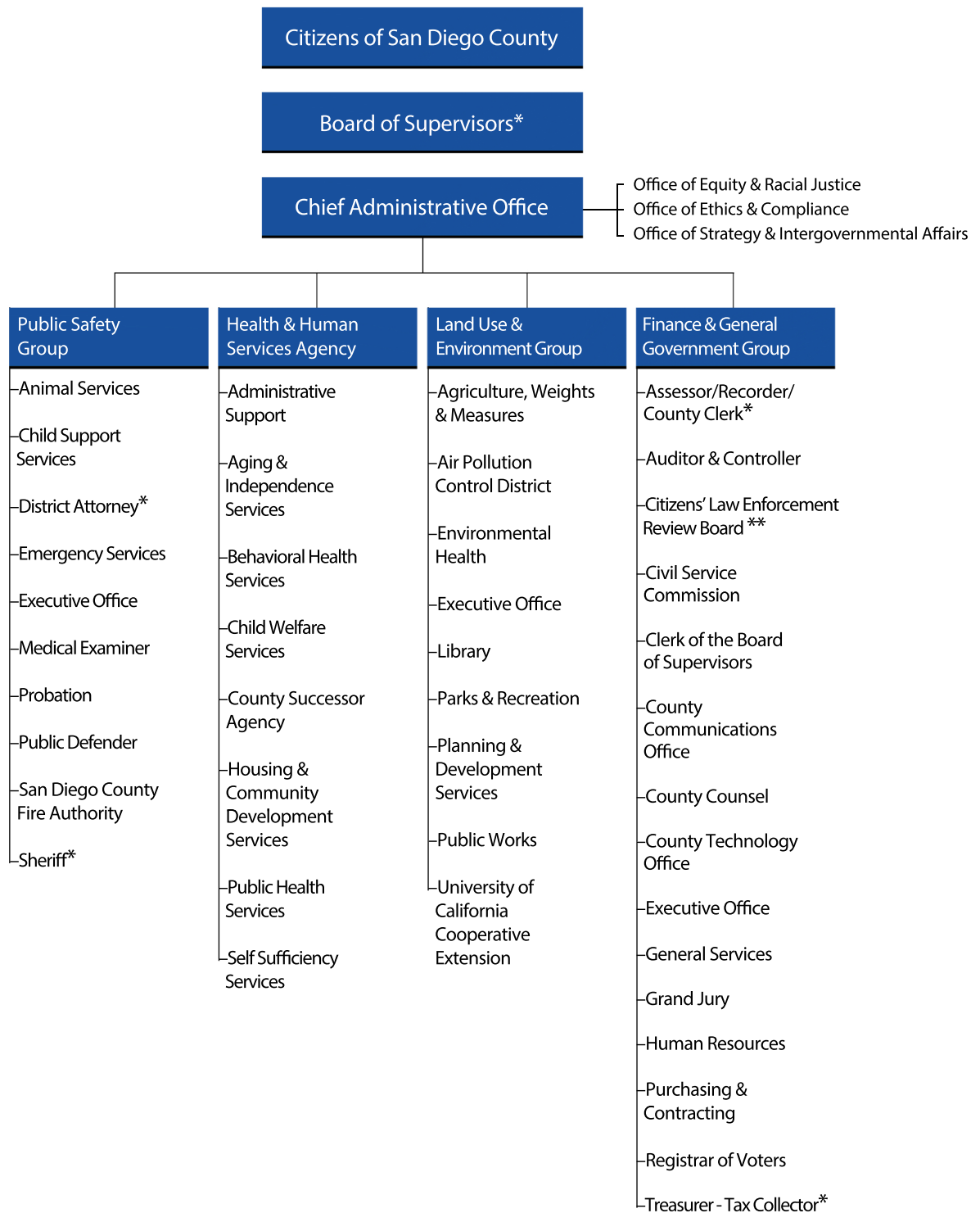
3,351,786  
Population

Cover Photo: County Administration Center lit in red, white and blue in honor of civil rights leader and former U.S. Representative John Lewis.





# County of San Diego Organizational Chart



\* Elected Officials

\*\* Transferred to Finance & General Government Group Effective July 1, 2020.

Rev. 9/20

# MESSAGE FROM THE CAO



**HELEN N.  
ROBBINS-MEYER**

**Chief Administrative  
Officer**

As 2019 hummed along into 2020, the County was meeting or exceeding its goals. We were fortunate to have a solid foundation of reserves, stability in our priorities and a focus on building out a substantive continuum of care system to address the ever-increasing regional need for behavioral health services and homelessness. We also were undergoing substantive review and improvements in jail medical services and a complete transformation of how to care for juveniles touching our justice system and children in our foster care system. Our agenda was exciting and challenging. But ***no one could have predicted what was just around the corner.***

Maybe we gleaned some sense of the unprecedented change coming with the rumblings of a novel coronavirus spreading from Wuhan, China in December of 2019. Or maybe it was the tragic killing of Ahmaud Arbery in February that reignited the ***Black Lives Matter movement and calls for social justice.*** Either way, we were just starting to see the emergence of what would quickly shift our County focus and change the way we work and live.

***The novel coronavirus became known as COVID-19 and turned into a full-blown worldwide pandemic.*** An incident command team was assembled overnight as we moved to swiftly declare a local health emergency on February 14, 2020. Public Health began leading a massive regional response, working around the clock to protect our residents and keep our hospital systems from being overwhelmed. By mid-March, the State issued a Stay-At-Home Order to minimize disease spread but also had the consequences of shutting down our previously thriving economy. Massive unemployment followed and revenues plummeted while the need for public assistance skyrocketed.

**“ This time of history will now be recorded as before and after the COVID-19 pandemic. For us, you could call it a tale of two counties. ”**

***Almost overnight we were forced to reevaluate how best to meet the needs of our region.*** We shifted to a virtual workforce and didn't miss a beat. We continued critical services and transitioned to teleworking and 'Zoom' meetings. Capital projects were put on hold, a hiring freeze was implemented, and a reset button was pushed to start our fiscal year 2020-21 budget proposal over.







Decades of fiscal discipline had prepared the County for unforeseen events, allowing us to maintain critical services. Our rainy day funds and careful spending of [CARES Act](#) funding are helping us meet what is now our number one priority, protecting the health of our residents, but also enabling us to continue vital County services.

And then came the horrific killing of George Floyd. The social justice movement exploded. So while continuing to meet the twin crises of a pandemic and an economic downturn, we added an entirely new focus: addressing racial equity, social justice and systemic racism. From law enforcement to hiring and promotional practices, the County is looking internally and externally at policies, training and actions to tackle these critical issues.

The County that began this past fiscal year is not the County that ended the fiscal year. It's during these times when we realize that we truly need each other. ***Our differences are what makes us strong and we are stronger together. Together we are rallying and transforming to meet these challenges and fulfill the promises of a new future.***





## Tale of Two Counties

This annual report is a tale of two counties. One meeting its many goals to better serve its residents. The second taking on COVID-19 and its devastating economic impact amid protests for racial and social equity. The two counties are actually one — San Diego County before and after a life-changing year that won't be soon forgotten.

# HIGHLIGHTS

## HELPING OUR MOST VULNERABLE



People experiencing homelessness, mental illness and substance abuse disorders are among the most vulnerable residents in our region. Older adults and children often need care they are unable to provide themselves. The County works hard to help make a difference in their lives.

This past year, the County and the Tri-City Healthcare District agreed to build a 16-bed **psychiatric health facility** in Oceanside. The County will invest up to \$17.4 million for construction. Tri-City will repay half of the County's investment by providing the land and critical behavioral health services. The new psychiatric health facility is planned to open in fiscal year 2022-23, expanding services for the North County.

A new behavioral health hub is planned for County-owned property in Hillcrest. The County will partner with University of California San Diego Health to operate the hub and provide interim services at San Diego County Psychiatric Hospital. Once operational, the hub will provide crisis stabilization, inpatient, residential, rehabilitation, intensive outpatient, care coordination and other services.

These two facilities are expected to reduce the number of emergency department visits and inpatient bed stays attributed to psychiatric crises, and reduce jail stays and homelessness.

## HOMELESSNESS

Homelessness in the unincorporated areas is rising. Recent encampments at Lamar Park, Spring Valley Park and other outlying areas are reminders that homelessness is a regional crisis.

The County expanded its **hotel/motel voucher program** to serve an additional 100 people. The County will also be looking for properties to lease, license or purchase for safe and temporary emergency relocation options or a shelter where health services could also be provided.





The Health and Human Services Agency also received nearly \$10 million in [Homeless Housing, Assistance and Prevention \(HHAP\)](#) State grant funds to address homelessness in the region. The County uses an integrated approach to improve the health and housing options of people experiencing homelessness and who have severe physical or behavioral health issues.

## PROTECTING OUR SENIORS

The County also unveiled an [Aging Roadmap](#) to ensure older adults can age safely in our communities. By 2025, there will be more than 1 million San Diegans over the age of 55. The roadmap focuses on 10 areas including caregiver support, prevention of elder abuse, work and volunteer opportunities, the needs of older adults during emergencies, and the medical and social services system.

## FAMILY OUTREACH

The County is improving the response to those who call the [Child Abuse and Neglect Hotline](#). Social workers who staff the hotline determine if a report warrants an investigation by Child Welfare Services (CWS). Annual historical data shows about half of the nearly 48,000 hotline calls do not meet the threshold.

CWS developed teams to conduct a secondary review of those calls. Teams that still did not find grounds for a CWS investigation often found other issues affecting families. **Referrals to the [2-1-1 San Diego Connect](#) program allowed staff there to connect families to community services for such needs as child care, food, income and housing assistance.**

## BY THE NUMBERS



**111,000+**

Children, Youth and Adults Received Mental Health and Substance Use Disorder Services



**1.2 million+**

Meals Provided to 36 Senior Nutrition Sites and Homebound Seniors



**36,282**

Veterans Assisted with Service-Related Benefits



# HIGHLIGHTS

## HOUSING AFFORDABILITY

High rental prices and low vacancy rates make it extremely difficult for many San Diegans to find affordable places to live. The County is doing what it can to reduce this hardship. Using local, state and federal funds, the County is on track to nearly double the number of affordable housing units over five years to more than 5,000.

Over 80% of the County’s \$50 million *Innovative Housing Trust Fund* has been awarded to 16 developments to increase the region’s inventory of affordable housing by creating or preserving housing units.

The trust fund provides gap financing to developers that create and/or preserve affordable housing. The full \$50 million fund could result in up to 1,300 units for low-income, special needs, homeless residents, veterans and seniors.

Funding from the State’s *No Place Like Home (NPLH)* program is bolstering the number of housing units as well. Funds from both sources are sometimes used on the same project.

The County has also identified five excess properties suitable for developing almost 700 affordable, multifamily residential units. Two of the County-owned property sites are located downtown. Real estate agreements signed last year will put affordable housing developments at the former Family Court on Sixth Avenue and on the corner of Cedar Street and Kettner Boulevard.

The site of the former crime lab could provide more than 400 affordable housing units. The County and developer worked with Clairemont residents to finalize plans and provide a project that will benefit both those who need affordable housing and the community.



Affordable Housing Projects			
Innovative Housing Trust Fund, No Place Like Home, Community Development Block Grant, and HOME Affordable Housing			
Project:	Location:	Populations Served:	Units:
Ulric Street Apartments	San Diego	Families in need and transition-age youth	96
Paseo Artist Village	Vista	Families in need, veterans and artists	60
Jamboree San Ysidro PSH	San Diego- San Ysidro	Homeless people with serious mental illness	65 (25-NPLH)
East Block Family Apartments	San Diego	Families in need	78
Poway Commons	Poway	Veterans	44
Alpine Family Apartments	Alpine	Low-income families	38
Alora	San Marcos	Low-income families	100 (11-HOME)
Shadow Hill	Santee	Low-income families and persons with disabilities	82
Valencia Pointe	San Diego	Low-income families	102
El Cajon Senior Veterans Apartments	El Cajon	Senior veterans	9
Anita Street Apartments	Chula Vista	Homeless people with serious mental illness	24
14th and Commercial	San Diego	Low-income people and homeless individuals with serious mental illness	60
Windsor Pointe	Carlsbad	Chronically homeless people with serious mental illness	24
Spring Valley Apartments	Spring Valley	Low-income families and Housing Opportunities for People With AIDS	60
Total			842

# HIGHLIGHTS

## PUBLIC SAFETY AND JUSTICE SYSTEM

Building community trust remains a top priority for deputies as they maintain San Diego County's status as one of the nation's safest regions. **The Sheriff's Department conducted more than 1,700 community relations events as the property crime rate hit a 40-year low last year and the violent crime rate decreased to the fourth lowest in 40 years.**

**The department responded to more than 223,000 calls for service and its ASTREA helicopters conducted 64 rescue missions and provided 60 water drops.**



The Sheriff's Department also created the [Homeless Assistance Resource Team \(HART\)](#) program.

Deputies conducted homeless outreach operations in the unincorporated areas of the County, held environmental clean-ups and worked with service providers to help those experiencing homelessness find permanent housing. More teams are planned for next year.

Probation is in the midst of transforming the way it handles juvenile justice. The emphasis on compliance has changed to rehabilitation and making sure youth get the services they need to succeed.

Probation officers now take separate adult and youth training programs. The department created two new



[Achievement Centers](#) and has plans for a third to help young people at risk of returning to juvenile hall.

The centers offer probation-referred youth between the ages of 14 and 19 an after-school program that includes tutoring, work readiness training, career exploration, sports recreation, counseling, case management, mentoring and follow-up services.

The two centers are located in Escondido and Southeastern San Diego. The third is planned for the East County. Probation also implemented the intervention [CHOICE Program](#), which helps teens fulfill court requirements to successfully complete probation.

The District Attorney's Office developed and implemented the [San Diego Opioid Project](#) focused on the dangers of opioid use. It partnered with federal law enforcement to heighten awareness of the consequences of juvenile drug smuggling.

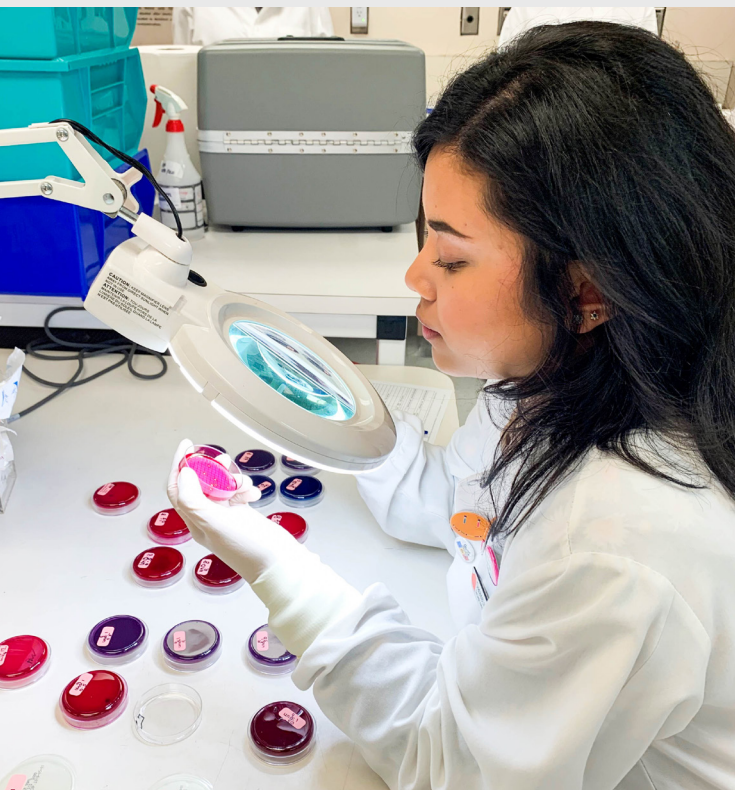
The D.A.'s Office provided training to regional law enforcement agencies on de-escalation tactics when intervening during mental health crises.

A one-stop victim services center is also in the works. The [District Attorney North County Family Justice Center](#) will provide victim advocacy, justice and social services, and referrals to medical services.

The Fire Authority implemented an [Urban Search and Rescue \(USAR\)](#) program and placed USAR engines in the North County and South County.

The Office of Emergency Services is designing an earthquake early warning system pilot program.





# HIGHLIGHTS

## PROTECTING OUR NATURAL RESOURCES

San Diego County's natural beauty is one reason why so many of us live here and why so many visitors are drawn to our region. The County wants to protect our natural resources now and for the years to come.

Beachgoers will be happy to know a **testing tool** for potentially harmful levels of bacteria in ocean water is faster than ever before. The tool, implemented countywide in the summer

of 2019, is the fastest standard test approved by the State. Results come back within 24 hours instead of two to four days.

The Department of Environmental Health also completed a study on a test that would speed up the reporting process to within a few hours. The study is awaiting approval from federal and State officials.

362,250 lbs.

Household Hazardous  
Waste Collected for  
Recycling or Disposal

15,843

Air Quality  
Inspections

6,821

Renewable  
Energy Permits  
Processed

208,388

Insect Detection  
Trap Inspections

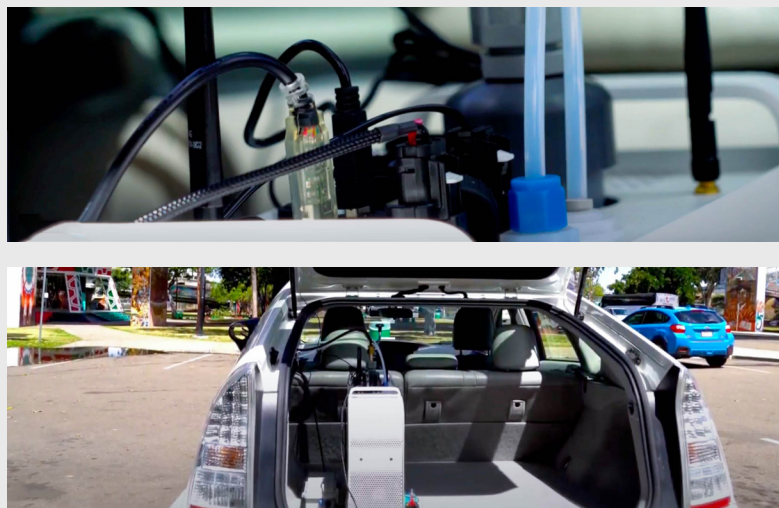
1,090

County-Owned  
Facilities  
Managed

5,606

Beach Water  
Samples  
Collected or  
Evaluated





## MONITORING COMMUNITY AIR QUALITY

**The Air Pollution Control District (APCD) removed 354 tons of air pollutant emissions last year** by providing incentive grants for projects that remove high-polluting vehicles and engines from service.

APCD also expanded the [Community Air Protection Program in the Portside Community](#). A community air quality monitoring system is measuring pollutants

in Barrio Logan, Logan Heights, Sherman Heights and a portion of western National City. The program is identifying the emission sources contributing to air pollution.

APCD found toxic chemicals in the smoke billowing from a fire on board the amphibious assault ship [Bonhomme Richard](#). The ship was docked off San Diego when a fire broke out and burned for four days. APCD advised locals to stay indoors until health risks subsided.

## CHARGING OUR COUNTY

The County approved a new electric vehicle (EV) roadmap. The plan includes installing more **EV charging stations** at County facilities that are accessible to the public, building out the electric charging infrastructure in the unincorporated area, working with regional partners to encourage buying and using more EVs, and replacing more than 500 gas-powered County vehicles with EVs by 2027.

At County facilities, building energy use fell 1.5% and total greenhouse gas emissions decreased 1% from the year before. Additional **photovoltaic (PV) systems** were installed at the County Operations Center, Rancho San Diego Library, Rancho San Diego Sheriff's Station and the Edgemoor Skilled Nursing Facility.

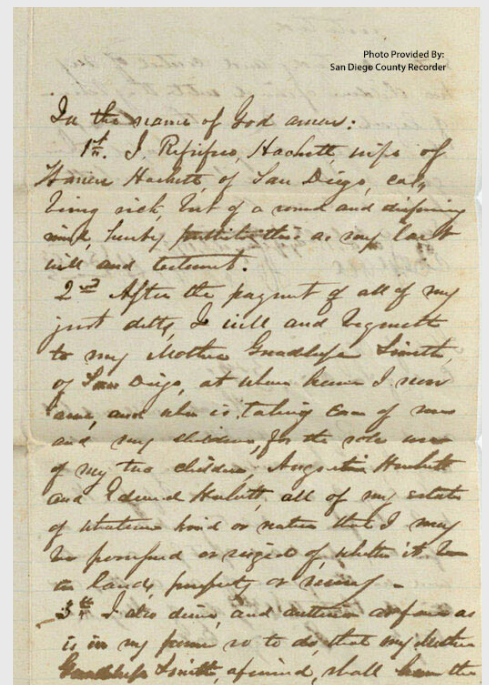
Construction of PV systems at the North County Regional Center and East Mesa Reentry Facility is also underway. Once completed, the County's renewable onsite power will increase by as much as 19% of the County's total energy load. That figure puts **the County well within reach of its ultimate goal of generating at least 20% of the total energy load from onsite renewable sources by 2030.**





# HIGHLIGHTS

## INVESTING IN NEIGHBORHOODS



What's new in the neighborhood? The County continues to improve and build new facilities to better serve our residents.

**The County built its first archive.** The facility is located inside the [new Assessor/Recorder/County Clerk East County Branch in Santee](#). The new branch features an outdoor wedding arbor and an indoor marriage room. The archive itself holds maps, deeds, historic birth, marriage and death certificates, and other official records dating back to 1850.

Another first for the County opened in Bonita. Parks and Recreation debuted the [Sweetwater Bike Park](#) in January. The 4.2-acre park features bike trails and special skills courses. There is no cost to riders.

An Otay Valley Bike Skills Park is included in next year's projects as well as a Sweetwater Loop Trail, improvements at Lindo Lake Park and the expansion of Lincoln Acres Park.



A 6,000 square-foot nature center went up at the Santa Ysabel Preserve. The [Santa Ysabel Nature Center](#) features educational displays about local history, habitat and wildlife. The facility includes ranger offices, restrooms, a state-of-the-art community room for parties of up to 99 people, a small service kitchen, a water refilling station for visitors and an information desk.

The [Board of Supervisors chamber](#) was modernized for the first time in decades. Renovations included added seating, natural lighting, upgraded technology and better acoustics.

Construction is underway on the first phase of the San Diego Juvenile Justice Campus, the Sheriff's Emergency Vehicle Operations Course in Otay Mesa, a new fire station in **Mount Laguna** and new living



quarters for the **Palomar Mountain Fire Station**.

Construction for a **new library in Lakeside** will begin in 2021. The facility will include a 2,000 square-foot community room and is scheduled to open in summer of 2022. Funding next year will provide for the planning stages of a **new library in Casa de Oro** and **expansion of the Rancho San Diego Library bookstore and Julian Library community room**.

The [Southeastern Live Well Center](#) is going into the design stage. The facility will be built at the intersection of Market Street and Euclid Avenue and become the County's sixth regional community service hub to provide a variety of health and community services to residents.

[Public Works](#) maintains more than 1,900 miles of County-owned roads. Despite declining State funds, the department plans to maintain the current Pavement Condition Index (PCI) of 63 and continue striving for a PCI of 70 in its goal to ensure roads are in good condition.





# Tale of Two Counties

**UNFORESEEN  
CHALLENGES**



**COVID-19**

**SOCIAL JUSTICE AND  
RACIAL EQUITY**

**ECONOMY**

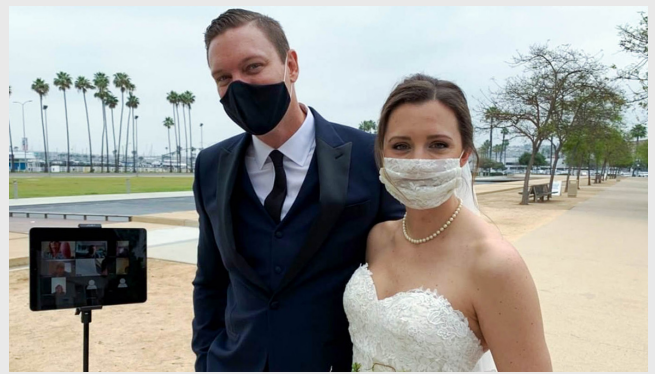








# COVID-19



COVID-19 struck the region about three-quarters of the way into the fiscal year and upended the way San Diego County does business.

The **public health crisis** and ensuing **economic crisis** forced a dramatic shift in lifestyle for everyone, from wearing masks and adhering to the stay-at-home orders to filing for unemployment and teaching kids how to do their schoolwork at the kitchen table.

The County was forced to pivot from the year's well-laid plans into emergency response mode to manage the pandemic's all-encompassing impact. At the same time, the County had to maintain the services it provided to the public before COVID-19.

Unquestionably, public health had to be the number one priority.

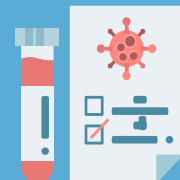
The County activated its **Emergency Operations Center**, declared a local health emergency, set up testing sites all over the region and conducted its own lab work.

The County coordinated the distribution of scarce **personal protective equipment** supplies to hospitals and stood up an alternative care center at the University of California San Diego in case COVID-19 patients overwhelmed medical facilities.

The County began investing \$100 million into fighting the pandemic and launched the **T3 strategy** – test, trace and treat – to reduce the spread of COVID-19 and allow for responsible reopening. As part of T3, Human Resources hired hundreds of contact tracers.

The most vulnerable among us

were at risk of becoming more so. Outreach teams provided over 10,000 **hygiene kits** and education



## T3: Test, Trace and Treat

- 1,000,000+ specimens tested
- Almost 1,000 case investigator and contact tracer positions filled
- 53,200+ investigations conducted

(Data as of 9/28/20)



to homeless individuals.

The County worked with partners to provide homeless shelter and care at the San Diego Convention Center and provided hotel rooms for more than 1,200 people without a safe place to isolate from others.

The [Great Plates](#) programs helped thousands of at-risk seniors and adults with health conditions or disabilities avoid leaving the house. The partnership between the State, County and local restaurants provided healthy meals for free.

Throughout the months-long pandemic, shutdowns and reopenings, Public Health monitored the case, hospitalization and death rates in addition to reams of other data, and kept the public informed via numerous charts and graphs.

Virtual news briefings were posted to social media and aired on local television stations. A new County website offered daily updated numbers, testing locations, information for various sectors of the community and other resources.

The County also went **virtual with Board of Supervisors** and planning meetings, department meetings and more. The demand for telehealth services skyrocketed to more than 50,000 sessions. County mental health experts offered tips on how to cope with the pandemic and economic crisis.

To maintain County services, online permit processing increased, virtual inspections became available for water heaters and roof-mounted solar systems, the **Library** expanded digital services, and **Parks and Recreation** offered virtual park tours.

An outdoor kiosk was transformed into a **marriage hut** that provided couples with small outdoor weddings at the Waterfront Park. Thousands of County employees teleworked to help maintain a wide variety of services.

The Registrar of Voters began working with public health officials to ensure a safe voting process for the Nov. 3 Presidential General Election. The Registrar launched a [Vote Safer San Diego](#) campaign and notified voters of the governor's decision to send mail ballots to all of California's registered voters.

The County already sends mail ballots to about 75% of its 1.8 million registered voters but is now preparing for the remaining 25%. Those who need to vote in person can still do so and cast their ballot at polling places that will be open for four days instead of one.



# SOCIAL JUSTICE AND RACIAL EQUITY



Protests calling for **social justice and racial equity** reverberated around the world after the Memorial Day police killing of George Floyd. His death, and those of others at the hands of police, prompted changes in law enforcement and much more.

The **Sheriff's Department** and other local law enforcement agencies dropped the use of the chokehold, a compliance technique that can prove fatal if used improperly. The Sheriff also issued a directive that employees have a duty to intervene if they have knowledge of another employee's misconduct.

The department partnered with the **Center on Policing Equity** to independently analyze Racial and Identity Profiling Act data collected by the department and reported to the State.

In addition to enhanced de-escalation training for deputies, the **District Attorney's Office** began regional de-escalation training for all law enforcement in an effort to eliminate racial bias. So far, 700 officers have taken part and the D.A.'s Office plans to train another 5,000 officers across the county.

The **Citizens' Law Enforcement Review Board** was given expanded authority to provide independent oversight of the Sheriff's Department and Probation.

The *Leon L. Williams Human Relations Commission* was formed in May to promote respect and integrity for all individuals. Williams was the first African-American person to serve as a County Supervisor and had established a similar commission decades ago before it dissolved from lack of funding.





A new **Office of Equity and Racial Justice** will identify systemic bias within the County organization.

A **Diversity and Inclusion Strategic Plan** developed in 2014 is still an active part of the County culture. New hires learn its goals the first day on the job. Workshops, trainings and other activities promote culture, diversity, equity and inclusion throughout their careers.



One of the plan's goals included a **workforce** that reflected the region's population as determined by the 2010 census. Figures show the County is in alignment and data from the 2020 census will be used to make any adjustments.



*“When you really make a difference in what happens in society, there is something wonderful about that, even though it's hard work.”*

- Former County Supervisor Leon L. Williams

Another show of support for **diversity** is reflected in the lighting of the County Administration Center. The historic building was lit up in various colors this past year for George Floyd, civil rights icon John Lewis, Pride weekend and Juneteenth.

Outside the organization, COVID-19 highlighted **health disparities** as some local communities were hit harder than others. The County is addressing those disparities, partnering with the **COVID-19 Health Equity Taskforce** and the **Filipino Coalition**.

Outreach to **Latinos** intensified because of the high case rate in local Latino communities. A new TV, radio, online and signage campaign spread the word on protective measures and community resources.

The pandemic also underlined the need to get County information out to residents in their first language. This coming year, \$2.5 million will be used for **translation services**.





# ECONOMY



The pandemic sent economic shockwaves across the U.S. and the San Diego County region.

Nationally, the unemployment rate jumped from 3.5% in February to 14.7% in April, the worst since the Great Depression. The U.S. Labor Department reported 20.5 million people had lost their jobs.

The San Diego Association of Governments reported the local unemployment rate skyrocketed from 3.1% before COVID-19 to 25% in May. **An estimated quarter of a million San Diegans were unemployed.**

The gross regional product and taxable sales dropped billions of dollars. The County was spending about \$20 million a month responding to the pandemic. Staff reported increased enrollment in

**public assistance** and social service programs.

The [CARES Act Coronavirus Relief Fund](#) provided nearly **\$388 million for emergency response across a number of initiatives, in addition to support provided by the County General Fund.**

The County committed \$100 million to support the [T3 strategy](#) of test, trace and treat, and also designated \$5 million in relief funds for T3 efforts at K-12 schools.

Another \$2 million will help give children at home internet access so they don't fall behind in school.

More than \$24 million is slated for a rental assistance program that will help about 8,000 households, \$25 million will go to a child care provider grant program and \$5

million to help essential workers with child care.

A \$17 million [economic stimulus program](#) for **small businesses** was expanded another \$3.5 million to specifically help restaurants.

The [Great Plates](#) programs garnered nearly \$12 million and will allow restaurants to continue **serving free meals to seniors and adults with health conditions and disabilities** urged to stay home to avoid the risk of COVID-19. Food banks will receive \$3.5 million.







“This is keeping us in business. We were able to create two more spaces, two more jobs, and we are so grateful... It's fulfilling to see we can keep the doors open and also we can feed (people).”

- Restaurant owner taking part in Great Plates program

Behavioral Health Services will see \$15 million to improve its telehealth capabilities and \$2 million will go to Child Welfare Services for outreach services to children and their families.

The County allocated \$25 million to assist cities in the region that didn't qualify for [CARES Act Coronavirus Relief Fund](#) direct allocations.

The troubled economy also prompted the County to help struggling renters by imposing a **moratorium on evictions** in the unincorporated area. The District Attorney's Office sent out **warnings** against price gouging and scams to protect residents.

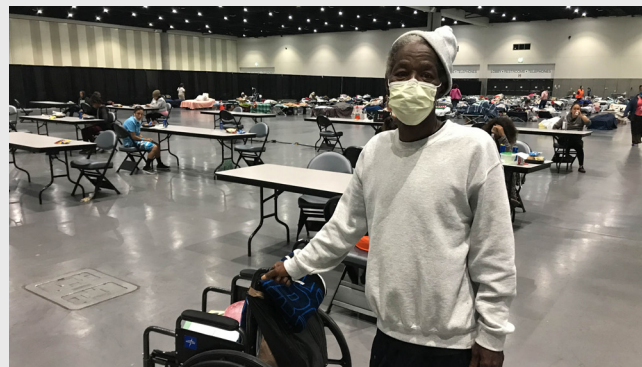
## OVERALL COVID-19 IMPACT ON THE SAN DIEGO REGIONAL ECONOMY



SANDAG

October 1, 2020

# FINANCIAL OUTLOOK

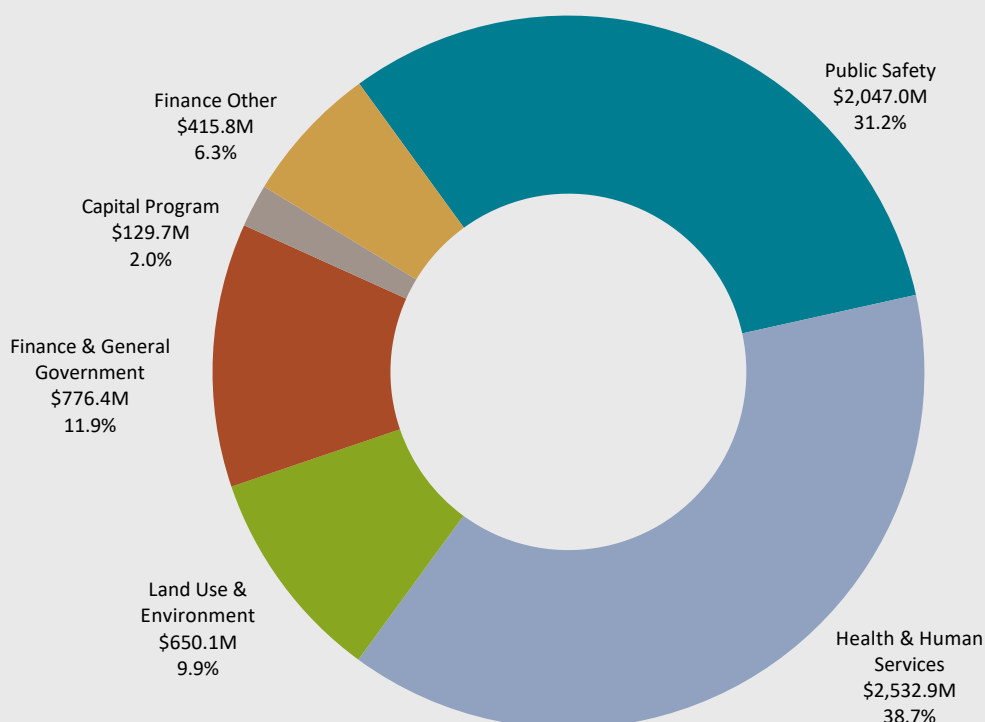


The County of San Diego's new spending plan reflects efforts to protect the physical and economic health of residents.

**In fiscal year 2020-21, the budget will increase 4.8% from the previous year to \$6.55 billion. The County's spending plan focuses on the unprecedented challenges of the global COVID-19 pandemic, its economic impact and growing calls for social justice and racial equality.**

COVID-19 increased unanticipated costs and had a negative impact on the County's actual revenues in fiscal year 2019-20. Significant fiscal increases to the Health and Human Services Agency are largely driven by costs for COVID-19 response efforts including the [Test, Trace and Treat Strategy \(T3\)](#) funded by the [Coronavirus Aid, Relief and Economic Security \(CARES\) Act](#) revenue.

**Total Adopted Budget: \$6.55 billion**





To support the County's residents and communities, budget increases will support capital projects for mental health and substance abuse service providers, increased mobile crisis response and stabilization, felony diversion, first responder services and more vocational training opportunities for local veterans.

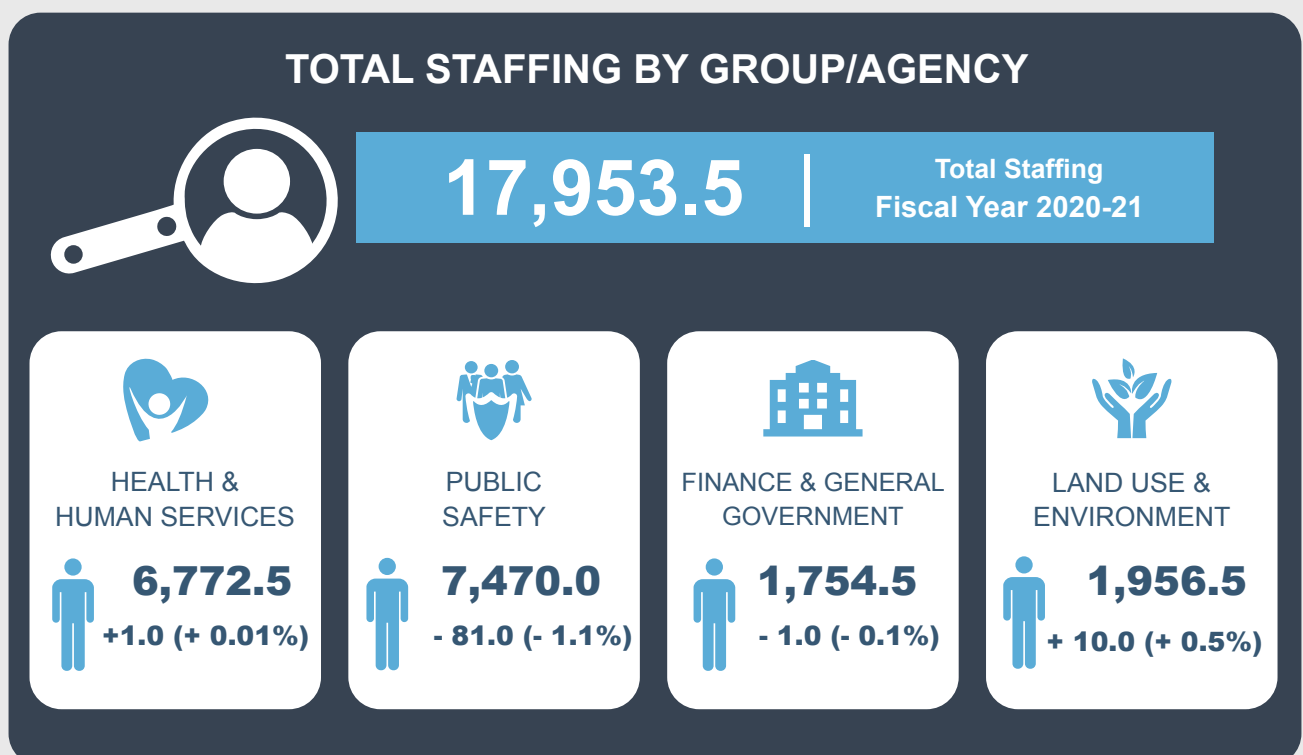
The County increased funding to address homelessness in the unincorporated areas, including expansion of the [County's Hotel/Motel Voucher](#) program. Additional housing and homelessness efforts will be addressed through social services and emergency assistance tied to COVID-19 funding.

The Public Safety Group continues to work toward transforming juvenile justice with investment in future designs for the [Juvenile Justice Campus](#) in Kearny Mesa and support for the District Attorney's Juvenile Diversion initiative as well as investment in the North County Family Justice Center.

Budget increases in the Finance and General Government Group are mostly due to the transfer of the [Citizens' Law Enforcement Review Board \(CLERB\)](#) from the Public Safety Group and more investigations into incidents involving County peace or custodial officers. Additional funding in the Chief Administrative Office budget will establish the new [Office of Equity and Racial Justice](#). This new office will work with the community to develop its mission and goals.

Overall, the County will decrease the number of staff positions by 71.0 or 0.4% next year to 17,953.5 full-time equivalent positions. Most of the decrease will take place in the Public Safety Group with no impacts to the safety of the public.

The budget includes various mitigation strategies to ensure structural balance. Over the long term, the County must make operational and structural changes to lower its fixed cost structure by reevaluating its priorities, projects and timelines to lower costs; to maximize efficiencies where possible; and to align staffing and service capacity with new economic realities.



# BY THE NUMBERS

## LIFE EVENTS



40,756  
Births Recorded



23,655  
Deaths Recorded



19,542  
Marriage Licenses Issued



268  
Adoptions Finalized

## LIVING WELL



56,114  
*Love Your Heart* Blood  
Pressure Screenings

## INVESTING IN NEIGHBORHOODS



375  
Miles of Trails

53,000  
Acres of Parkland

1,944  
Miles of Roads  
Maintained

## HELPING OUR MOST VULNERABLE



48,000

Calls to the *Child Abuse Hotline*  
were received

3,530

Children Receiving In-Home and  
Out-Of-Home Family Care from  
Child Welfare Services

\$189.7 Million

Collected in Child Support  
Payments

7 Libraries

Offer *Vet Connect*,  
Teleconferencing for Veterans  
Needing Benefits



47,783

Gas Pump, Taxi Meter,  
Water Dispenser,  
Scanner and Counter Scale  
Inspections

## PROTECTING CONSUMERS

42,174

Restaurant, Public Pool, Public  
Housing, Body Art and Massage  
Facility Inspections



39,580

Building  
Inspections



## PUBLIC ASSISTANCE

771,292

Residents Received  
*Medi-Cal*

351,402

Residents Received  
*CalFresh*

44,560

Residents Received  
*CalWORKs*

5,132

Residents Received  
*General Relief*

## HOUSING AFFORDABILITY

11,208

Households get Monthly Rental Assistance through the *Housing Choice Voucher* Program or from Federal Funds Issued by the County

647

Homeless Veterans Permanently Housed through the *Veterans Affairs Supportive Housing Program*

256

*Accessory Dwelling Unit* (Granny Flat) Permits Issued



## COVID-19

(Data as of 9/28/20)

1,648

Individuals Provided a Safe Place to Stay in Local Hotel Rooms

2,391

Total Doses of Donated Convalescent Plasma

10,000+

Hygiene Kits and Education Given to Homeless Individuals

6,819

Average Daily Tests Since T3 Launch on April 28

54,000

Meals Served to Those Sheltered



## PUBLIC SAFETY

223,562

Sheriff's Response Calls

1,760

Sheriff's Community Relations Events

12,948

Victims Helped by the *District Attorney's Victim Assistance Program*

1.5 Million Acres

in Unincorporated Area Served by County Fire Authority

301,407

Emergency 9-1-1 Calls Answered

4.7%

Reduction in Crime Rate in Sheriff's Jurisdiction

### Homeless Assistance Resource Team (HART)

- 1,100+ people engaged
- 125 outreach events
- 322 individuals housed



## WORKFORCE

68,411

County Job Applications

1,553

New Hires

3,928

Employee Participants at *Diversity and Inclusion Trainings*

5.2%

Turnover Rate

## OPERATIONS



\$9 billion

Purchasing and Contracting Portfolio

98.7%

Property Tax Collection Rate

## ELECTION



907,602

Ballots Cast in March Presidential Primary Election

1,900,652

Registered Voters  
(Data as of 9/30/20)

# MOVING FORWARD



A year of unprecedented challenges will require that we dig even deeper into our well of resilience. But we forge ahead with confidence that the resourcefulness seeing us through this difficult time will let us keep making progress on behalf of all our residents.

COVID-19 is expected to linger, posing a threat to San Diegans' health and finances. The rainy day reserves and federal [CARES Act](#) funds will help the County manage the pandemic and withstand the shaky economy. The move allows the County to keep commitments to help the vulnerable, ensure communities are safe, address the lack of affordable housing and promote sustainability.

We're encouraged by signs a COVID-19 **vaccine** could arrive, and we expect the County will have a role in ensuring it is distributed equitably.

Our effort during the virus response to provide safe isolation space for people experiencing **homelessness**

provided new momentum to find permanent housing for this at-risk population. The County is also meeting the increased demand for behavioral health services with new facilities already planned for underserved communities. The Sheriff's Department is pursuing national accreditation to continue to improve the health care system in its jails.

The new fiscal year 2020-21 budget will also keep core services. However, new programs or the expansion of existing programs will be limited, most vacant positions won't be filled and the County must assess how to deal with its financial future. Discipline will be required to replenish the reserves.

**The year ahead will also cast a renewed focus on social justice, racial equity and systemic racism.** Helping lead change will be two new bodies: the Office of Equity and Racial Justice, and the Human Relations



Commission. We'll continue to examine how law enforcement can best provide our residents safety and justice.

The County will draw on its 10 *Employee Resource Groups* for their perspectives on countering biases both inside and outside the organization and fostering a more diverse culture.

Helping shape responsiveness to our communities, the **Independent Redistricting Commission** will redraw the boundaries of our five supervisorial districts to reflect the new 2020 federal census.

Citizens will make their voices heard in the November election, and their decisions may affect the way we do business.

This new year will undoubtedly bring new challenges. Moving forward, we are undaunted. We will rise to whatever comes next.

**The County will remain fully committed to continue serving and protecting our residents and fulfilling our promise of a region that is healthy, safe and thriving.**

## EMPLOYEE RESOURCE GROUPS





County Administration Center  
1600 Pacific Highway  
San Diego, CA 92101

[www.sandiegocounty.gov](http://www.sandiegocounty.gov)

---

If you would like to see this report in a different language, visit  
[www.sandiegocounty.gov/annualreport](http://www.sandiegocounty.gov/annualreport)